

Component Functional Overview

Feed Handlers:

Not a very well understood module yet.

Functions:

Schedules and facilitates the incoming data

Automated query generators

Currently ad hoc libraries and tools

Control panel to monitor incoming data stream

Query editor interface

X.25, SQL, IP email (Rainman), News Feeds, Netnews, NFS

Partnering options:

Man-months to prototype: 1.5

Man-months to full ship: 6

Unformatting:

Currently our custom parser toolkit which requires writing C code for new formats.

Functions:

Finds fields, metadata, etc.

Formats this data for the DBMS

Can this be controlled easily? parse by example?

Partnering options:

Scripting tools available (perl is freeware, commercial versions available for SGML)

Man-months to prototype: 1.5

Man-months to full ship: 6

1.9 Signing and bringing on line new production services deals

	<u>Sign</u>	<u>On-Line</u>	<u>Total</u>
1994	2		
Q1 95	2		
Q2 95	4	2	2
Q3 95	5	2	4
Q4 95	6	4	8

CLIENT TECHNOLOGY

1.10 Identifying by August 1, 1994, five of the top client development companies to target as marketing, co-development and demonstration partners and having signed letter of intent partnership arrangements with at least three by December 31, 1994.

1.11 Developing and having available to market a client tool-kit for Z39.50v2 by September 1, 1994, WAIS Z39.50V2 by March 30, 1995

1.12 Developing or partnering a Client prototype by January 15, 1994 which demonstrates the advantages of the WAIS Z39.50 protocol

1.13 Having a client development partner ship a new client program which incorporates the WAIS Z39.50 protocol by June 30, 1995

SERVER TECHNOLOGY

1.14 Having available for shipment the 2.0 release of the WAIS server by September 30, 1994

1.15 Completing the Network Publishing Technical Design (server release 3.0) by September 1, 1994 (same as 1.6b above)

1.16 Having the server release 3.0 installable by June 30, 1995

2. Achieve 1995 revenue goals as measured by quarterly revenues (1,000's) of:

	<u>Products</u>	<u>Services</u>	<u>Total</u>
Q1 95	\$330	\$170	\$500
Q2 95	\$470	\$230	\$700
Q3 95	\$540	\$260	\$800
Q4 95	<u>\$670</u>	<u>\$330</u>	<u>\$1,000</u>
totals	\$2,010	\$990	\$3,000

3. Establish a distribution process for products and services which provides WAIS access to key national and international markets as measured by:

3.1 Having in place the telesales process and staff to sell two servers per week by August 10, 1994

- email

Initially, a user only accesses information from a given service, but eventually that user might submit sign-up information for billing, or profile information for premium service.

- Value added filters: Data and control information into and out of our servers is managed by systems to bring new users onto the servers and to maintain accurate, up-to-date services.

- Add, delete, modify information in the service
- Access controls and subscription services
- Ongoing usage statistics and reporting processes

Automated tools or staging areas incorporating human review can be used as needed for each service.

- Servers: Production servers are maintained in secure environments, offering verified data services to qualified users.

- Air conditioning, suitable electrical supply and hazard protection (fire, earthquake, etc.)
- Continuous, commercial operation with load monitoring, regular backups, access controls, new account acquisition, usage logs, scheduled maintenance and service
- High bandwidth Internet connection
- Processing and I/O to handle customer demand
- Maintenance of updates and service changes

Staffing: We have identified three major operational requirements for Production Services. Each has separate skill requirements and will eventually be staffed by separate individuals. An additional area, Customer Service, will require attention as our services go live.

- Network Services: A single resource can manage several online service operations

Internet connectivity

Machine room operations and facilities

Online services maintenance, updates, backups, and reporting

- Production Engineering: A production engineer develops tools and brings up a service then moves on to the next.

Development of feedhandling systems, and tools for IPs

Enhancement of WAIS Inc. publishing systems

Adaptation of publishing tools to service needs

- Account Management: An account manager can work with multiple publishing partners.

Single point of contact for publishing partners

17-Jul-94

Plan 95 Development Schedule

Project	Assign to	Person-Months	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Jul-95	Aug-95	Sep-95	Oct-95
New Publishing Platform																		
1. Complete Dow modules formatting, front desk	Dan	3	X			X												
2. New WAIS DBMS	Harry	6				X												
	TBH 1	6				X												
	TBH 2	6				X												
3. Formatting Module	TBH 3	4				X						X						
4. Front Desk	TBH 2	6										X						X
5. DB Policy, Presentation Authoring, Control Panel and other	TBH 1										X							X
6. Unformatting Module	TBH 3	6									X							X
7. Integration, System Test	All																	X
8. Documentation	Contract	6											X					X
Current Products																		
1. Server 2.0	Harry	2	X		X													
2. V2 Server Documentation	Contract	1		X	X													
3. Protocol Toolkit	Margaret	3	X		X													
4. Client Demo	TBH 4	6			X							X						
5. CD-ROM Product	TBH 5	6			X							X						
6. Fulcrum	TBH 1			X	X													
7. New Tools Licenses	TBH 6					X							X					

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Partnering options:

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Man-months to full ship: 6

Unformatting:

Currently our custom parser toolkit which requires writing C code for new formats.

Functions:

Finds fields, metadata, etc.
Formats this data for the DBMS
Can this be controlled easily? parse by example?

Partnering options:

Scripting tools available (perl is freeware, commercial versions available for SGML)

Man-months to prototype: 1.5

Man-months to full ship: 6

Doc Enhancement:

Not currently part of our product or service offerings.

Functions:

Triggered by DB additions, periodic queries, or human interaction
Adding metadata, related documents, hypertext links, keywords

Partnering options:

Scripting tools available (perl is freeware, commercial versions available for SGML)

Man-months to prototype: ?

Man-months to full ship: ?

WAIS DBMS:

Core of our current product. Could use major updates.

Functions:

Text, multimedia, metadata, original documents, formatted documents

Stores structured documents

Points to original formatted documents

Indexes documents

Add, delete, modify, (commit to staging area?)

CDROM optimizations to the engine

Metadata:

Category codes

Links to related documents

Author

Date

source

Headlines

Formats, original URL's

Cost

Past usage statistics

Permission

Partnering options:

License in full DBMS (e.g. Oracle, Sybase) or do it ourselves. The full DBMS might add significantly to our product cost.

License full text search engine from Fulcrum or the like. We are not currently considering this because it is our core technology and we have an advantage in keeping it proprietary.

 **Man-months to first ship: 18**

Man-months more to full ship: 12

Formatting:

This is not in our current product offering. There is an ad-hoc version for the Dow Jones service. America Online has such a service as part of its Rainman system.

Functions:

HTML creation for documents, search results, browse results

Uses templates to decide how to do it; which templates comes from DB & doc records?

Talks structured protocols (I think)

Man-months to prototype: 4

Man-months more to full ship: 12

Front desk:

This function does not exist in our current product offering. It is needed for the Dow Jones service and is currently ad-hoc and underdeveloped.

Functions:

User handling, welcome-screens, help-screens

Authentication of users & superusers

New user screens, user account screens

Profile storage, agent handling

HTTP, Z3950-U2, email, fax

Partnering options:

Mosaic Comm Corp and EIT are working on security and other user handling issues.

Man-months to first ship: 6 (with partner for security)

Man-months more to full ship: 9 (for ascertaining)

WAIS, Inc. Plan 95
Table of Contents
July 13, 1995

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WAIS, Inc. Plan 95
Corporate Strategy
July 17, 1994

Technology Infrastructure...

Tools for everyone to establish network publishing

Publishers...

Partner with "best of breed"

Publishing...

Emerge as the leading publisher for the networked world.

This 3 phased approach to establishing a \$100M publishing company has been pursued since 1989, leading to the formation of WAIS Inc. in June 1992. We are currently in the second phase.

Technology infrastructure for the company was built by establishing protocols, company relationships, and a visionary position in the new field. Open systems were promoted to speed adoption.

In the second and current phase we are building the best technology and working with quality publishers to advance our technology and experience. Personal and interactive services will distinguish us from other broadcast systems.

With the best technology and established access to content we will produce new information products that will reward the content providers and ourselves. High value products will come from combining information from multiple sources resulting in a durable market position based on a multitude of publishers, distribution options, and technology relationships.

SA
CIS CO (Tired out)
PDS Script
Auto Job
Auto CAD

WAIS, Inc. Plan 95 Technology Strategy July 7, 1994

How do we
gain Advantage
~~How do we want to work
with other companies~~

The technology strategy which guide WAIS Inc. development, partnering and licensing efforts over the next 3 years is as follows:

Use in-house publishing systems to help drive technology development by maintaining a representative base of publishing systems, e.g. news, corporate presence, and catalogs.

Provide turn-key publishing systems for customers to run.

Incorporate the following components in products used for both in-house and customer publishing systems

1. SERVER COMPONENTS

The server and server related products are our primary product line. Our top technical priority is to develop, upgrade and interface these products with the leading protocols for electronic publishing and the leading databases, clients, other servers, and content preparation tools that together comprise a complete electronic publishing system.

1.1 Document database We will develop and maintain import capabilities for leading databases and will have at least one "recommended solution" database which we incorporate in our in-house and external publishing functions. To a limited extent, the basic server engine will include a limited database module for basic functions such as adding, deleting and changing records.

1.2 Multiple platform support. UNIX base systems will continue to be our primary platforms. We will pursue and encourage partnering and licensing relationships whereby the WAIS products are ported to Windows platforms and expanded to provide interfaces to CD-ROM electronic publishing.

1.3 Document and Image Format Conversion. Capabilities are currently limited but will be expanded through partnering and internal WAIS development projects to incorporate leading document and image formats such as Acrobat, MSWord, WordPerfect.

1.4 Search Engine Evolution. The WAIS, Inc. search engine will be evolved to provide more search features and capabilities such as----, faster searching, and multiple language capabilities. The evolution will be done

by both incorporating enhancements from partnering and licensing deals as well as internal development.

1.5 Large Document Handling. SGML and other large document handling facilities will be added by partnering.

1.6 Easy Data Importing. The server will be enhanced to include an easy to use user interface for system administrators to use in managing how data is imported to the WAIS server

1.7 Authoring Tools. Interfaces for leading electronic document creation tools will be developed.

1.8 Security. The RSA security modules will be incorporated into the WAIS Server.

1.9 Reporting, Statistics and Billing. The current reporting and statistics capabilities will be expanded and interfaced with one or more partnered billing system modules.

2. PROTOCOLS.

Protocols represent one of most important industry leadership and product differentiation capabilities. It is crucial for WAIS, Inc. to maintain interfaces with all of the leading protocols and in the long term desirable to displace HTTP with Z39.50 as the dominant industry protocol.

Protocol modules will continue to be developed as a separate product which can be integrated with other search engines and servers and sold under royalty distribution agreements with partners.

We will drive the development and expansion of the Z39.50 protocol and will announce the WAIS, Inc. version of Z39.50 as a formal product announcement during FY95.

We will support other leading protocols such as HTTP by providing linkages through gateways with Z39.50 or by expanding WAIS, Inc. Z39.50 to incorporate the other protocols.

We will help proliferate Z39.50 by aggressively seeking partnering relationships with leading providers of client software.

3. CLIENT COMPONENTS

WAIS Inc. will not be in the client software business but will pursue the development of a "showcase client" which demonstrate the advantages of the WAIS Z39.50 protocol and will also pursue proliferation of the WAIS protocol with leading developers of client software.

WAIS, Inc. Plan 95
Production Services Strategy
July 7, 1994

WAIS, Inc.'s in-house publishing function provides content delivery over networks by providing turnkey production services on WAIS, Inc. servers. The publishing strategy is as follows:

1. Partner with content providers with name brand identity to provide revenue-sharing electronic publishing services.
2. Provide content marketing from name-brand recognition, the content provider's marketing efforts, and the product synergy offered on the WAIS, Inc. server. WAIS, Inc. marketing efforts will evolve to incorporate the marketing programs used for VARs, system integrators and other distribution partners. Marketing to end-users will be limited to the advertising programs which will eventually be incorporated into WAIS and WAIS customer publishing networks.
3. Expand the WAIS, Inc. product line and publishing tools to incorporate the specific needs of content partners.
4. Expand the scope of WAIS, Inc. publishing tools by working with system integrators, publishing partners and WAIS, Inc. development.

Strategy:
"to be waais Inc's best asset"
"accumulate content assets"
"vertical markets"

Appraisers
Royalty only
Royalty plus Royalty
Fee
Fee only

WAIS, Inc. Plan 95
Partnering Strategy
June 29, 1994

Partnering includes several types of relationships-- investment, joint ventures, co-marketing, bundling, product integration, co-distribution. WAIS, Inc. has or is pursuing partnership arrangements with the following :

Hardware companies: Intel, Apple, Sun
Client vendors: Ensemble, Apple-Search, Mosaic
Vertical App companies: Help desk, libraries, CD ROM publishers
Search engines: Fulcrum, Conquest, PLS
System Integrators: KPMG, Andersen Consulting, PRC, RJO, NZ
Publishers: DowJones, Encyclopedia Britannica, Scholastic, Westlaw International: Fujitsu, EB Japan
Network distributors: AOL

The WAIS, Inc. partnering strategy is to concentrate on partnering relationships which offer the following:

1. **Enhancements to the technology base.** Partners who can provide WAIS Inc. access to technology components which expand or improve the ability of WAIS, Inc. to deliver complete, turnkey Electronic Publishing Systems. Access for WAIS, Inc. can be via licensing the partner's technology, rights to technology based upon joint development efforts, VAR arrangements, Systems Integrator capabilities, etc.
2. **Expansion of distribution capabilities.** Partners who have large-scale distribution potential, access to foreign markets, access to domestic niche markets, or significant turnkey installation or VAR capabilities are examples of desirable partners.
3. **Defacto standard potential.** Companies who are so well known in a publishing category, have a very large installed customer base, or are pursuing a clearly leading edge implementation of electronic publishing are examples of potential partners who can offer WAIS, Inc. almost instant acceptance as the industry leader in a particular facet of the electronic publishing industry.

WAIS, Inc. Plan 95
Corporate Objectives
July 13, 1994

1. Evolve the technology to insure that it is current, complete and provides the basis for dominating the Wide Area Network Publishing Industry as measured by:

PROTOCOLS

1.1 Publishing a Protocol Proliferation Plan by August 15, 1994

1.2 Publishing a Protocol Design document by August 30, 1994 which addresses how alternative protocols can be integrated or replaced

1.3 Submitting a WAIS Z39.50 standard proposal to the standards committee by September 15, 1994

1.4 Signing protocol licensing deals which provide WAIS, Inc. with royalty or per unit revenue --
Q1 95 2
Q2 95 2
Q3 95 3
Q4 95 3

1.5 Releasing version two of the Z39.50 protocol by December 31, 1994

PRODUCTION SERVICES

1.6 Publishing a design for a complete "turnkey" wide area network publishing system The design should identify missing components and procedures. The design has the following segments and target dates:

a. **Network Publishing Business Process** -- the sequence of events for a customer to bring up a WAIS publishing system, includes steps such as sales steps, prototypes, design effort, database conversion, testing, etc. by August 1, 1994

b. **Network Publishing Technical Design**.--the software and hardware components of the system by September 1, 1994

c. **Network Publishing Operational Design**.--the daily, weekly and monthly operational processes for the content provider and the WAIS, Inc. data center by September 1, 1994

1.7 Having in-house and smoothly operational the first two publishing service bureau operations by September 1, 1994.

1.8 Announcing a complete, scalable turnkey publishing capability by September 1, 1994

ADL

1.9 Signing and bringing on line new production services deals

	<u>New Sign</u>	<u>New On-Line</u>	<u>Total</u>
1994	2		
Q1 95	2		
Q2 95	4	2	2
Q3 95	5	2	4
Q4 95	6	4	8

CLIENT TECHNOLOGY

1.10 Identifying by August 1, 1994, five of the top client development companies to target as marketing, co-development and demonstration partners and having signed letter of intent partnership arrangements with at least three by December 31, 1994.

1.11 Developing and having available to market a client tool-kit for Z39.50v2 by September 1, 1994, WAIS Z39.50V2 by March 30, 1995

1.12 Developing or partnering a Client prototype by January 15, 1995 which demonstrates the advantages of the WAIS Z39.50 protocol

1.13 Having a client development partner ship a new client program which incorporates the WAIS Z39.50 protocol by June 30, 1995

SERVER TECHNOLOGY

1.14 Having available for shipment the 2.0 release of the WAIS server by September 30, 1994

1.15 Completing the Network Publishing Technical Design (server release 3.0) by September 1, 1994 (same as 1.6b above)

1.16 Having the server release 3.0 installable by June 30, 1995

2. Achieve 1995 revenue goals as measured by quarterly revenues (1,000's) of:

	<u>Products</u>	<u>Services</u>	<u>Total</u>
Q1 95	\$330	\$170	\$500
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Q3 95	\$540	\$260	\$800
Q4 95	\$670	\$330	\$1,000
totals	\$2,010	\$990	\$3,000

3. Establish a distribution process for products and services which provides WAIS access to key national and international markets as measured by:

3.1 Having in place the telesales process and staff to sell two servers per week by August 10, 1994

- 3.2 Having the telesales group at a run rate of \$100k per month for the months of October 1994-December 1994
- 3.3 Having the telesales group at a run rate of \$150K per month for the months of January-June 1995
- 3.4 Having signed agreements with six U.S. VARs by January 1, 1995
- 3.5 Having signed agreements with 24 U.S. VARs by June 30, 1995
- 3.6 Having defined and functioning a VAR support process by January 15, 1995
- 3.7 Having signed distribution agreements with at least 3 International Distributor/VARs by January 1, 1995
- 3.8 Having identified and profiled the top 10 Systems Integrators for electronic publishing by January 1, 1995.
- 3.9 Having partnering agreements with at least 3 of the Systems Integrators capable of winning multi-million dollar contracts by January 1, 1995.
- 3.10 Having begun joint design and installation projects with at least two systems integrators (as defined by 3.9) by March 1, 1995.
- 3.12 Having defined the U.S. Federal Government Business Development Process by October 1, 1994 and having consolidated or staffed the office by January 1, 1995.
- 3.13 Having defined a strategy for the telesales role for Production Services by December 1, 1994 for implementation by February 1, 1995.

4. Implement a partnering program which insures focus on appropriate partners as defined by the Partnering Strategy document as measured by:

- 4.1 Signing distribution agreements by December 31, 1994 with international partners who can offer access to the largest Asian and largest European markets.
- 4.2 Obtaining a commitment from at least two significant systems integrators by October 31, 1994 to make the WAIS, Inc. technology a significant component of their electronic publishing integration strategy.

5. Put in place the organizational structure which can take the company through the next two years of rapid growth as measured by:

5.1 Hiring a VP/Director of Development by September 30, 1994

5.2 Hiring a COO by September 30, 1994

WAIS, Inc. Plan 95
Production Services Business Development
July 13, 1994

The WAIS, Inc. Production Services facility provides turnkey electronic publishing services for a variety of different types of customers. There are two broad categories of services and potential arrangements:

Partnering Accounts: Generally subscription based revenue to the WAIS, Inc. publishing partner with WAIS Inc. participating in the revenue stream. Potential partnering accounts this year include

DowVision
Dow Jones II
Inmac
Crawford/Playboy
Datapro
Reuters
New York Times

Service Accounts. May or may not be subscription based services, WAIS, Inc. provides the turnkey service for a monthly fee from the partner. The fee will in general have a minimum and will increase in proportion to workload/volume. Potential service accounts this year include:

Times Inc.
Inmac
Chronicle of Higher Education
Intel
Prentice Hall
University of Illinois

The business model outline which follows shows the volume, revenue and support staff assumptions for service and partnering accounts.

WAIS Inc

Wide Area Information Servers

July 19, 1994

WAIS Inc. Production Services Operational Review Company Confidential

Purpose: The goal of WAIS Inc's Production Services is to help publishing partners efficiently set up shop on the Internet. By developing WAIS-based publishing systems that meet the requirements of name-brand partners, the group also serves as a proving ground and development environment for future WAIS Inc. products. The goal for fy 94 is for the production of eight online services.

Strategy: By setting up procedures that allocate resources across various services, WAIS Inc. can develop high-quality for low-cost services. Our experiences can then be transferred to other WAIS Inc. customers.

Process: See diagrams for production services information architecture

- Client handlers: In house personnel, IPs and users will interact with our production services, with various tools for submissions and for access.

IPs have privileges to modify their services via

- X.25
- ftp (file transfers)
- email

Both data for the service and control information (feed specifications, modification information, access control parameters, etc.) are provided by IPs.

Users can access online service using

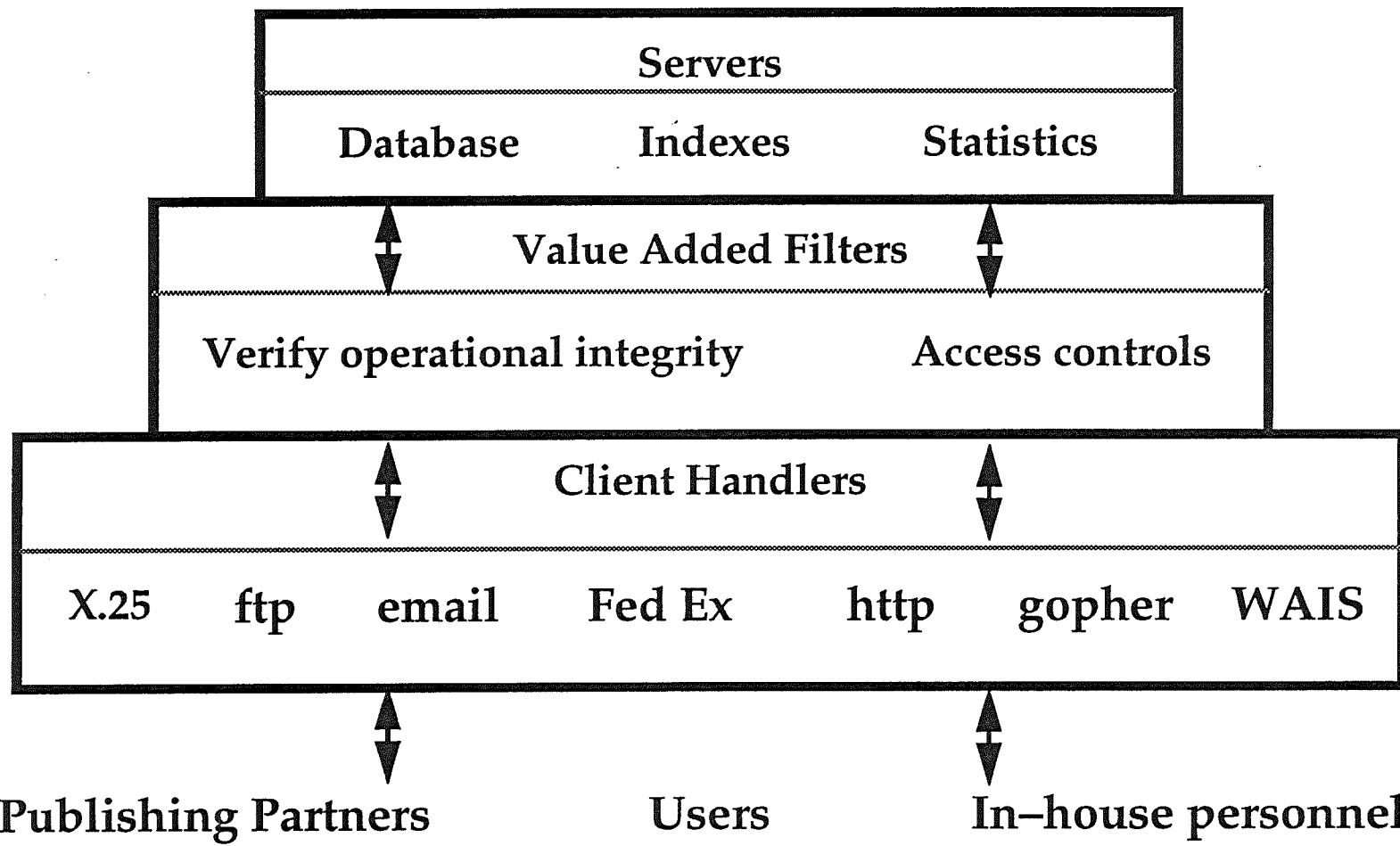
- Mosaic and other WWW browsers
- gopher
- WAIS clients

Product management for online services

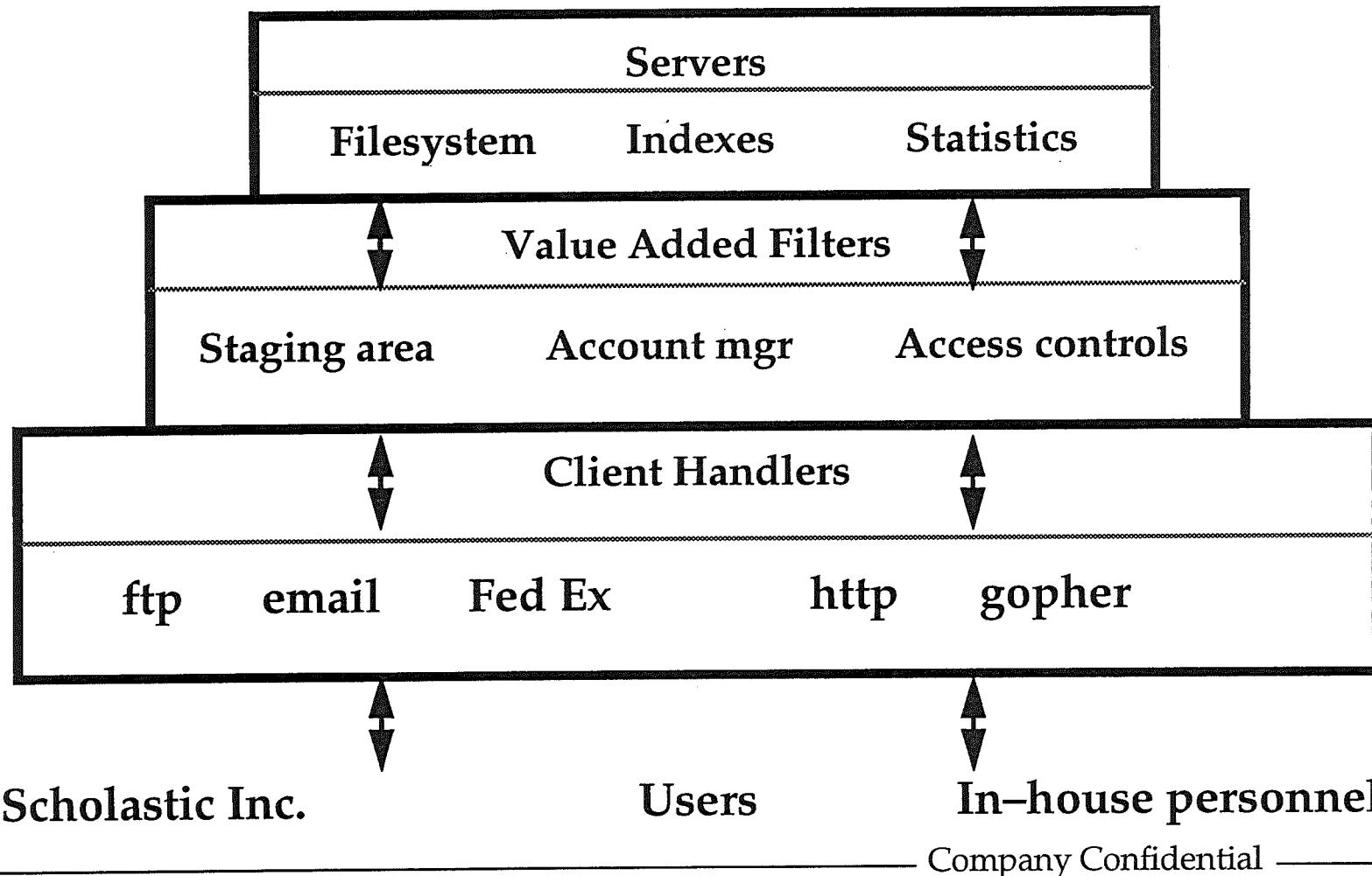
Interface to WAIS Inc. sales and marketing

- Customer Service: A service group that work with users across services might be developed in house or outsourced. The requirements for such activity will be developed as our services come online.

WAIS Inc. Production Services Architecture



Scholastic Internet Server



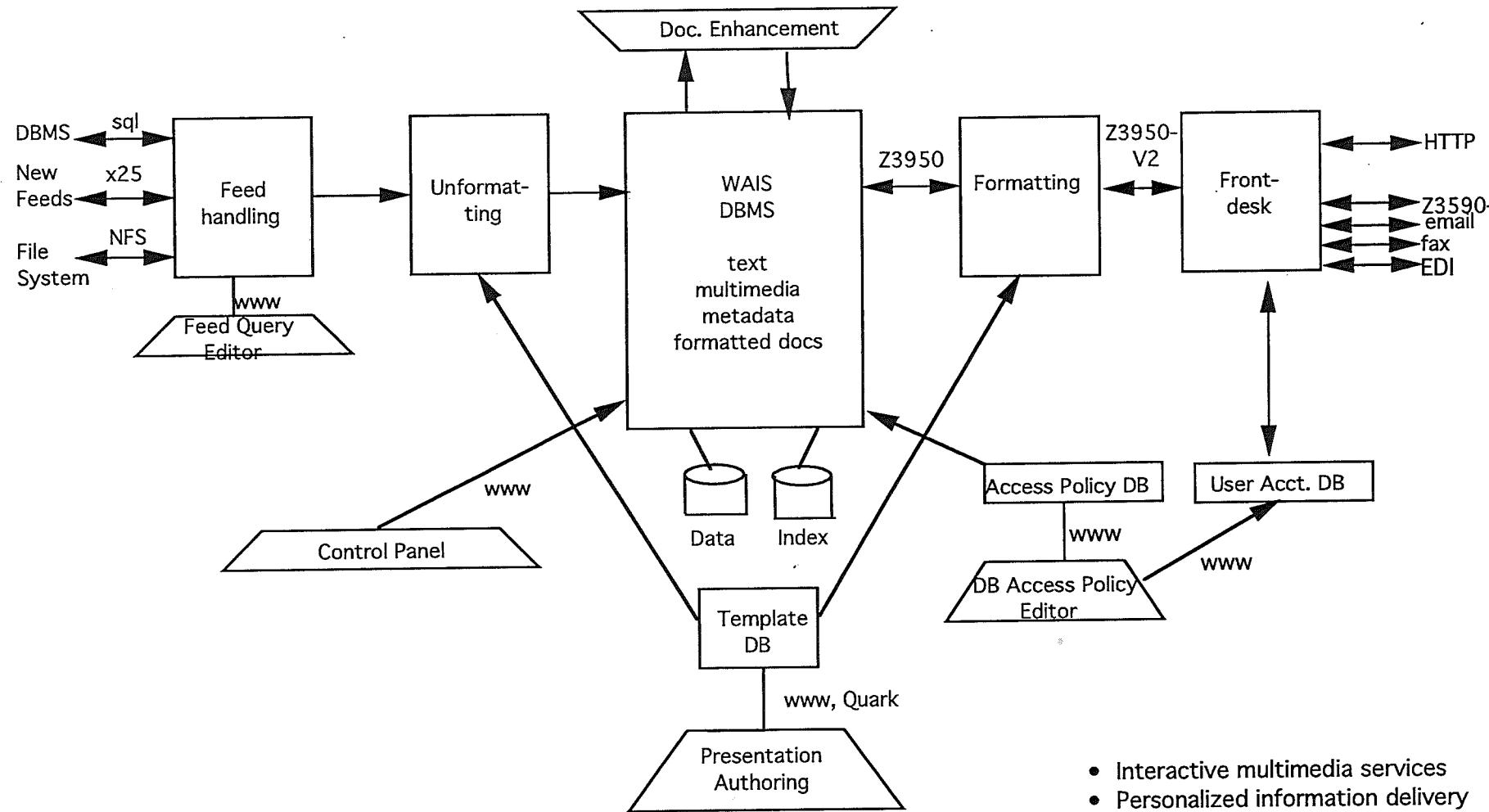
INTERNET PUBLISHING PLANT

7/18/94

Company Confidential

Original Data

Networks & Client Programs



- Interactive multimedia services
- Personalized information delivery
- Turn-key operation for publishers

WAIS Technology Architecture

Brewster Kahle

7/17/94

DRAFT

Company Confidential

This document is the start of the next generation WAIS technology architecture that will be used for our in-house production services and our technology products. As a complete publishing system WAIS Inc will be able to deliver parts or all to customers. Parts of this will be licensed from other vendors.

Contents:

WAIS Technology Architecture	1
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Front desk:	3
User Acct. DB:	3
DB access policy editor:	4
Access Policy DB:	4
Presentation Authoring:	4
Template DB:	5
Control Panel:	5
Architectural Considerations	6
In-house Development Plan	7

User Acct. DB:

Currently not in our product or service offering. Needed for Dow Jones service.

Functions:

Current status, logged changes in status
Profiles & profile execution logs
Preferences & personalization features
Group membership list (enough for access restrictions?)
Group preferences & personalization

Partnering options:

none

Man-months to first ship: (included in front desk)

Man-months more to full ship: same

DB access policy editor:

Not in our product or service offering.

Functions:

User interface to DB access policies

Partnering options:

none

Man-months to first ship: 1

Man-months more to full ship: 0

Access Policy DB:

Not in our product or service offering.

Functions:

How do we express db policies?
What's a db?
Group access issues

Partnering options:

none

Man-months to first ship: 3

Man-months more to full ship: 0

Presentation Authoring:

Not in our current product or service offering.

Functions:

User interface for defining HTML templates

Can it be used for creating parsing templates? Only for SGML? For ANPA and Email headers?

Partnering options:

HTML authoring people: Mosaic Comm Corp?

Man-months to first ship: 2

Man-months more to full ship: 3

Template DB:

Not in our current product or service offering.

Functions:

Storage of template information to be used by formatter and unformatter

Partnering options:

none

Man-months to first ship: (included in presentation authoring)

Man-months more to full ship: same

Control Panel:

Not in our current product or service offering.

Functions:

Displays useful reports on server use, load, etc. (for server maintainer only)

Displays DB use, load etc. for DB owner (could be outside customer)

User interface for deletion, restoring, modify of documents

User interface for adding DB, shutting it down etc.

WAIS, Inc. Plan 95
Marketing and Sales
July 13, 1994

WAIS, Inc. is in the process of establishing a marketing and sales department which is responsible for corporate-wide revenues as described in section 2 of the Corporate revenues

**Achieve 1995 revenue goals as measured by quarterly revenues
(1,000's) of:**

	<u>Products</u>	<u>Services</u>	<u>Total</u>
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totals	\$2,010	\$990	\$3,000

Section 3 of the Corporate Objectives sets out a number of milestones for the Marketing & Sales Department to accomplish in order to establish a distribution process which will insure access to national and international markets. These objectives include setting up an efficient tele-sales function, establishing VAR and Systems Integrator programs, and formalizing approach for developing access to Federal Government work.

Marketing Programs

The Corporate Objectives address primarily sales and distribution activities. There are a number of marketing tasks which must be accomplished during the year to provide the supporting materials, sales leads, and tools for sales and distribution activities. These marketing tasks include the following:

- 1. White papers for Customers.** There are several recurring questions that come up in the sales process for WAIS, Inc. products and services. A consistent way of answering these questions to take advantage of the WAIS, Inc. technology is needed and will be documented in the a series of "white papers" to include the following:
 - The Post it Once Solution. publisher/server benefits and cost savings
 - The Wire Once Solution. A strategy for publishers to support multiple clients and evolving protocols
 - Success Stories. Three different production service customers from different application areas: a classic publisher, a catalogue company, a customer service/help desk
 - The Danger of Single Access to the Internet. World Wide Web is hot--what happens when the next set of standards and protocols emerge?
 - WAIS, Inc. Z39.50 Vs other Z39.50 implementations
 - Why WAIS offers the best HTTP server
 - Considerations for Publishing on the Internet. a discussion of the benefits of using the WAIS, Inc. Production Services to provide a turnkey Internet presence

FY 1995 Headcount Forecast

	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95
Marketing & Sales												
VP Sales & Mrktg	1	1	1	1	1	1	1	1	1	1	1	1
Sales Assistant	1	1	1	1	1	1	1	1	1	1	1	1
VAR Mgr						1	1	1	1	1	1	1
Product Mktng Mgr				1	1	1	1	1	1	1	1	1
Telesales Rep		1	1	1	1	2	2	2	2	2	2	2
Sales tech support							1	1	1	1	1	1
Inside sales rep							1	1	1	1	1	1
Marketing & Sales Total	2	3	3	4	4	5	7	8	8	8	8	8
Production Services												
VP Publishing	1	1	1	1	1	1	1	1	1	1	1	1
Account Mgr					1	1	1	1	1	1	1	1
Systems Admin		1	1	1	1	1	1	1	1	1	1	1
Engineer	1	1	1	1	1	1	1	1	1	1	1	1
Engineer									1	1	1	1
Customer Support Rep						1	1	1	1	1	1	1
Production Services Total	2	3	3	3	4	5	5	5	5	6	6	6
Development												
VP Development				1	1	1	1	1	1	1	1	1
Senior Engineer	1	1	1	2	2	2	2	2	2	2	2	2
Engineer	3	3	6	7	8	8	8	8	8	8	8	8
Development Total	4	4	7	10	11	11	11	11	11	11	11	11
Administration												
Chairman	1	1	1	1	1	1	1	1	1	1	1	1
COO			1	1	1	1	1	1	1	1	1	1
Exec. Assistant	1	1	1	1	1	1	1	1	1	1	1	1
Office Manager	1	1	1	1	1	1	1	1	1	1	1	1
Accountant		1	1	1	1	1	1	1	1	1	1	1
Administration Total	3	4	5	5	5	5	5	5	5	5	5	5
Company Total	11	14	18	22	24	26	28	29	29	30	30	30

FY1995 Income Statement Forecast

	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Total
REVENUE													
Products	\$111,111	\$111,111	\$111,111	\$155,556	\$155,556	\$155,556	\$177,778	\$177,778	\$177,778	\$222,222	\$222,222	\$222,222	\$2,000,000
Custom Development													
Production Services	\$75,000	\$34,000	\$28,000	\$13,000	\$16,000	\$20,000	\$21,000	\$161,000	\$46,000	\$90,000	\$112,000	\$235,000	851,000
International													
Total Revenue	186,111	145,111	139,111	168,556	171,556	175,556	198,778	338,778	223,778	312,222	334,222	457,222	2,851,000
COST OF GOODS SOLD													
Subcontractors													
Total Cost of Goods													
GROSS MARGIN	186,111	145,111	139,111	168,556	171,556	175,556	198,778	338,778	223,778	312,222	334,222	457,222	2,851,000
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Marketing & Sales	23,956	26,036	45,916	41,535	36,635	46,009	66,826	88,226	70,106	62,028	88,128	69,278	664,678
Production Services	25,625	20,939	24,114	23,114	28,031	31,831	31,831	32,831	32,247	38,186	38,186	38,603	365,536
Development	26,511	28,456	68,338	74,749	80,688	95,827	81,410	82,549	81,549	81,549	82,938	82,938	867,502
G&A	42,547	41,897	62,081	61,081	61,081	62,081	62,081	64,081	63,247	64,247	64,247	69,247	717,916
Total Expenses	118,639	117,327	200,448	200,479	206,434	235,747	242,148	267,686	247,149	246,010	273,499	260,066	2,615,632
Net Operating Income/(Loss)	67,472	27,784	(61,337)	(31,923)	(34,879)	(60,192)	(43,370)	71,091	(23,371)	66,212	60,723	197,157	235,368
													8%
Interest Income (Expense)													
Pretax Income/(Loss)	67,472	27,784	(61,337)	(31,923)	(34,879)	(60,192)	(43,370)	71,091	(23,371)	66,212	60,723	197,157	235,368
Income Taxes	26,989	11,114	(24,535)	(12,769)	(13,951)	(24,077)	(17,348)	28,437	(9,348)	26,485	24,289	78,863	94,147
NET INCOME/(LOSS)	\$40,483	\$16,670	(\$36,802)	(\$19,154)	(\$20,927)	(\$36,115)	(\$26,022)	\$42,655	(\$14,023)	\$39,727	\$36,434	\$118,294	\$141,221

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FY1995 Balance Sheet Forecast

	Jun-94	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95
Current Assets													
Cash	\$207,112	\$195,820	\$178,562	\$160,535	\$63,292	\$2,582	(\$56,515)	(\$142,243)	(\$214,511)	(\$226,401)	(\$190,171)	(\$211,940)	(\$169,588)
Accounts Receivable	\$98,489	235,356	238,167	211,667	238,111	255,833	261,333	286,556	438,167	393,167	424,111	490,333	624,333
Deposits & Prepays	\$2,395	2,395	2,395	2,395	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Current Assets	307,996	433,570	419,123	374,596	316,403	273,415	219,819	159,312	238,655	181,765	248,940	293,393	469,746
Fixed Assets													
Furniture	3,930	3,930	8,930	8,930	8,930	8,930	8,930	8,930	18,930	18,930	18,930	18,930	18,930
Equipment & Software	80,505	85,005	101,005	109,005	131,005	136,005	141,005	162,005	167,005	167,005	167,005	217,005	217,005
Production Services	3,301	3,301	8,301	8,301	8,301	11,301	26,301	26,301	26,301	41,301	46,301	46,301	61,301
Accumulated Depreciation	(20,914)	(23,432)	(26,534)	(29,942)	(33,960)	(38,201)	(42,997)	(48,376)	(53,895)	(59,997)	(66,237)	(73,867)	(81,913)
Net Fixed Assets	\$66,822	\$68,804	\$91,702	\$96,294	\$114,276	\$118,035	\$133,239	\$148,860	\$158,341	\$167,239	\$165,999	\$208,369	\$215,323
Other Assets	5,674												
Total Assets	\$380,492	\$508,048	\$516,499	\$476,565	\$436,353	\$397,124	\$358,732	\$313,846	\$402,671	\$354,679	\$420,613	\$507,436	\$690,743
Current Liabilities													
Accounts Payable	(3,458)	\$46,625	\$27,292	\$48,695	\$40,406	\$36,056	\$57,855	\$56,339	\$74,072	\$49,451	\$49,174	\$75,274	\$61,424
Payable - B Kahle	48,711	48,711	48,711	48,711	48,711	48,711	48,711	48,711	48,711	48,711	48,711	48,711	48,711
Accrued Expenses	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Accrued Income Taxes	26,989	38,102	13,568	798	(13,153)	(37,230)	(54,578)	(26,141)	(35,490)	(9,005)	15,285	94,147	
Total Current Liabilities	45,253	132,325	124,106	120,973	99,915	81,614	79,336	60,472	106,642	72,673	98,880	149,269	214,282
Shareholders' Equity:													
Paid in Capital	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Current Year Income (Loss)	309,860	40,483	57,154	20,351	1,198	(19,730)	(55,845)	(81,866)	(39,212)	(53,234)	(13,507)	22,927	141,221
Retained Earnings (Deficit)	380	310,240	310,240	310,240	310,240	310,240	310,240	310,240	310,240	310,240	310,240	310,240	310,240
Total Equity	335,240	375,723	392,394	355,591	336,438	315,510	279,395	253,374	296,028	282,006	321,733	358,167	476,461
Total Liabilities & Equity	\$380,493	\$508,048	\$516,499	\$476,565	\$436,353	\$397,124	\$358,732	\$313,846	\$402,671	\$354,679	\$420,613	\$507,436	\$690,743

FY1995 Sources & Uses of Cash Forecast

	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Total
Beginning Cash Balance	\$207,112	\$195,820	\$178,562	\$160,535	\$63,292	\$2,582	(\$56,515)	(\$142,243)	(\$214,511)	(\$226,401)	(\$190,171)	(\$211,940)	\$207,112
Sources of Cash													
Operations	40,483	16,670	(36,802)	(19,154)	(20,927)	(36,115)	(26,022)	42,655	(14,023)	39,727	36,434	118,294	141,221
Depreciation	2,518	3,102	3,407	4,018	4,241	4,796	5,380	5,518	6,102	6,241	7,630	8,046	60,999
Current Liability Increases	87,072	(8,219)	(3,132)	(21,058)	(18,301)	(2,278)	(18,864)	46,170	(33,969)	26,207	50,389	65,013	169,029
Paid in Capital Increases													
Total Sources	130,073	11,553	(36,527)	(36,193)	(34,988)	(33,596)	(39,506)	94,343	(41,890)	72,175	94,453	191,353	371,249
Uses of Cash													
Accounts Receivable Increases	136,867	2,811	(26,500)	26,444	17,722	5,500	25,222	151,611	(45,000)	30,944	66,222	134,000	525,844
Deposits & Prepays Increases				12,605									12,605
Furniture		5,000						10,000					15,000
Equipment & Software	4,500	16,000	8,000	22,000	5,000	5,000	21,000	5,000			50,000		136,500
Production Services Assets		5,000			3,000	15,000			15,000	5,000		15,000	58,000
Other Asset Increases													
Total Uses	141,367	28,811	(18,500)	61,049	25,722	25,500	46,222	166,611	(30,000)	35,944	116,222	149,000	747,949
Ending Cash Balance	\$195,819	\$178,562	\$160,535	\$63,292	\$2,582	(\$56,515)	(\$142,243)	(\$214,511)	(\$226,401)	(\$190,171)	(\$211,940)	(\$169,588)	(\$169,589)

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Marketing & Sales Expenses
FY1995

Account		Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Total
Salaries		6,667	9,167	9,167	14,583	14,583	17,083	23,750	27,083	27,083	27,083	27,083	27,083	230,417
Payroll Taxes	10.0%	667	917	917	1,458	1,458	1,708	2,375	2,708	2,708	2,708	2,708	2,708	23,042
Medical Insurance	6.0%	400	550	550	875	875	1,025	1,425	1,625	1,625	1,625	1,625	1,625	13,825
Consulting		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
Recruiting		10,000					3,000	15,000						28,000
Travel		2,500	2,500	4,000	4,000	4,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	52,000
Training				1,000					1,000					2,000
Depreciation														
Equipment Rent/Lease														
Equipment/Software														
Network access														
Computer supplies														
Other														
Marketing\Sales Only														
Commissions		3,722	2,902	2,782	5,619	5,719	8,193	9,276	15,810	11,189	15,611	16,711	22,861	120,394
Seminars														
Public Relations		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
Direct Mail									25,000				25,000	50,000
Trade Shows				7,500						7,500				15,000
Collateral Development				10,000										10,000
Collateral					5,000					5,000				10,000
Advertising														
		23,956	26,036	45,916	41,535	36,635	46,009	66,826	88,226	70,106	62,028	88,128	69,278	664,678

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Marketing & Sales Salaries
FY1995

Title	Name	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Total
\$60,000 VP Sales & Mrkt	Bruce Gilliat	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
\$20,000 Sales Assistant	Than Lee	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
\$40,000 VAR Mgr	TBH							3,333	3,333	3,333	3,333	3,333	3,333	20,000
\$65,000 Product Mktng M	TBH				5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	48,750
\$30,000 Telesales Rep	TBH		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
\$30,000 Telesales Rep	TBH						2,500	2,500	2,500	2,500	2,500	2,500	2,500	17,500
\$40,000 Sales tech suppo	TBH							3,333	3,333	3,333	3,333	3,333	3,333	16,667
\$40,000 Inside sales rep	TBH							3,333	3,333	3,333	3,333	3,333	3,333	20,000
Total		6,667	9,167	9,167	14,583	14,583	17,083	23,750	27,083	27,083	27,083	27,083	27,083	230,417
Commission Rate		2%	2%	2%	3.3%	3.3%	4.7%	4.7%	4.7%	5.0%	5.0%	5.0%	5.0%	5.0%

Commision Rate Calculation	Full Quota					Pct of	
	Quota	Comp	Base	Commissi	Rate	Total Sales	
Telesales rep	1,000,000	70,000	30,000	40,000	4%	1.3%	
Var Manager	1,000,000	80,000	40,000	40,000	4%	1.3%	
Inside SalesRep	1,000,000	80,000	40,000	40,000	4%	1.3%	
VP Sales	3,000,000			60,000	2%	2%	
					6.0%		

Production Services Expenses
FY1995

Account		Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Total
Salaries		11,667	13,542	15,417	15,417	19,583	22,500	22,500	22,500	22,500	27,500	27,500	27,500	248,125
Payroll Taxes	10.0%	1,167	1,354	1,542	1,542	1,958	2,250	2,250	2,250	2,250	2,750	2,750	2,750	24,813
Medical Insurance	6.0%	700	813	925	925	1,175	1,350	1,350	1,350	1,350	1,650	1,650	1,650	14,888
Consulting														
Recruiting														
Travel			2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
Training				1,000					1,000					2,000
Depreciation		92	231	231	231	314	731	731	731	1,147	1,286	1,286	1,703	8,711
Equipment Rent/Lease														
Equipment/Software			2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
Network access	12,000													12,000
Computer supplies			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000
Other														
		25,625	20,939	24,114	23,114	28,031	31,831	31,831	32,831	32,247	38,186	38,186	38,603	365,536

Production Services Business Model FY 1995

FY 1995														
	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Total	
Partnering accounts				1	1	1	1	2	2	2	3	3	3	
Service accounts			1	1	1	1	1	2	2	3	4	5		
Revenue Forecast														
Partnering Services	25,000	5,000	5,000	5,000	5,000	5,000	100,000			25,000	25,000	100,000	250,000	
			25,000				25,000					25,000	125,000	
Partnering account 1				3,000	6,000	10,000	16,000	23,000	30,000	40,000	48,000	56,000	232,000	
Partnering account 2								3,000	6,000	10,000	16,000	23,000	58,000	
Partnering account 3										3,000	6,000	9,000		
Service accounts	0	0	5,000	5,000	5,000	5,000	5,000	10,000	10,000	15,000	20,000	25,000	105,000	
	25,000	30,000	10,000	13,000	16,000	20,000	21,000	161,000	46,000	90,000	112,000	235,000	779,000	
Quarterly totals			65,000			49,000			228,000			437,000	779,000	
Corporate Objectives			170,000			230,000			260,000			330,000	990,000	

Staffing needs	0.0	0.0	0.1	0.3	0.3	0.3	0.5	0.5	0.6	0.9	1.0
Systems administrat	0.0	0.0	0.1	0.3	0.3	0.3	0.5	0.5	0.6	0.9	1.0
Development manag	0.0	0.0	0.2	0.5	0.5	0.5	0.5	1.0	1.0	1.2	1.7
Account manager	0.0	0.0	0.0	0.4	0.4	0.4	0.4	0.8	0.8	1.1	1.1

Partnering accounts		Service accounts	
Subscription based	Staffing capacity		Staffing capacity
Revenue sharing	Systems administrator	8	Systems administrator
Ongoing support	Engineer	3	Engineer
Possible joint market	Production Account Mgr	4	Production Account Mgr
	Lead time (months)	6	Lead time (months)
	Implementation fee	\$100,000	Implementation fee
			4
			\$25,000

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**G&A Expenses
FY1995**

Account	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Total
Salaries	11,708	15,458	25,458	25,458	25,458	25,458	25,458	25,458	25,458	25,458	25,458	25,458	281,750
Payroll Taxes	10.0%	1,171	1,546	2,546	2,546	2,546	2,546	2,546	2,546	2,546	2,546	2,546	28,175
Medical Insurance	6.0%	703	928	1,528	1,528	1,528	1,528	1,528	1,528	1,528	1,528	1,528	16,905
Consulting		5,000	5,000	5,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	78,000
Recruiting													
Travel		3,000	3,000	3,000	4,000	4,000	4,000	4,000	4,000	5,000	5,000	5,000	48,000
Training					1,000				1,000				2,000
Depreciation		66	66	149	149	149	149	149	316	316	316	316	2,286
Equipment Rent/Lease													
Equipment/Software													
Network access													
Computer supplies													
Other		700	700	700	700	700	700	700	700	700	700	700	8,400
G & A ONLY													
Office Rent		3,500	3,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	67,000
Office Supplies		2,000	2,000	2,000	2,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	31,000
Office Maintenance/security		150	150	150	150	150	150	150	150	150	150	150	1,800
Postage & Delivery		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Telephone		4,000	4,000	4,000	6,000	6,000	6,000	7,000	7,000	7,000	7,000	7,000	71,000
Equipment Repair		250	250	250	250	250	250	250	250	250	250	250	3,000
Bank Charges		150	150	150	150	150	150	150	150	150	150	150	1,800
Travel		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Dues & Subscriptions		100	100	100	100	100	100	100	100	100	100	100	1,200
Legal & Accounting		7,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	34,000
Casualty Insurance				5,000									5,000
Equipment & Software		1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	12,600
	42,547	41,897	62,081	61,081	61,081	62,081	62,081	64,081	63,247	64,247	64,247	69,247	717,916

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**G&A Expenses
FY1995**

Account		Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Total
Salaries		11,708	15,458	25,458	25,458	25,458	25,458	25,458	25,458	25,458	25,458	25,458	25,458	281,750
Payroll Taxes	10.0%	1,171	1,546	2,546	2,546	2,546	2,546	2,546	2,546	2,546	2,546	2,546	2,546	28,175
Medical Insuran	6.0%	703	928	1,528	1,528	1,528	1,528	1,528	1,528	1,528	1,528	1,528	1,528	16,905
Consulting		5,000	5,000	5,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	78,000
Recruiting														
Travel		3,000	3,000	3,000	4,000	4,000	4,000	4,000	4,000	4,000	5,000	5,000	5,000	48,000
Training					1,000					1,000				2,000
Depreciation		66	66	149	149	149	149	149	149	316	316	316	316	2,286
Equipment Rent/Lease														
Equipment/Software														
Network access														
Computer supplies														
Other		700	700	700	700	700	700	700	700	700	700	700	700	8,400
G & A ONLY														
Office Rent		3,500	3,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	67,000
Office Supplies		2,000	2,000	2,000	2,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	31,000
Office Maintenance/security		150	150	150	150	150	150	150	150	150	150	150	150	1,800
Postage & Delivery		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Telephone		4,000	4,000	4,000	6,000	6,000	6,000	6,000	7,000	7,000	7,000	7,000	7,000	71,000
Equipment Repair		250	250	250	250	250	250	250	250	250	250	250	250	3,000
Bank Charges		150	150	150	150	150	150	150	150	150	150	150	150	1,800
Travel		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Dues & Subscriptions		100	100	100	100	100	100	100	100	100	100	100	100	1,200
Legal & Accounting		7,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	34,000
Casualty Insurance				5,000										5,000
Equipment & Software		1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	12,600
		42,547	41,897	62,081	61,081	61,081	62,081	62,081	64,081	63,247	64,247	64,247	69,247	717,916

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G&A Salaries FY1995

Company-Wide Expenses
FY1995

	Jun-94	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Total	1994 Total
Salaries	44,435	43,375	51,500	76,875	99,792	108,958	114,375	121,042	124,375	124,375	129,375	129,375	129,375	1,252,792	356,079
Payroll Taxes	3,371	4,338	5,150	7,688	9,979	10,896	11,438	12,104	12,438	12,438	12,938	12,938	12,938	125,279	30,068
Medical Insurance	1,718	2,603	3,090	4,613	5,988	6,538	6,863	7,263	7,463	7,463	7,763	7,763	7,763	75,168	11,108
Consulting	8,825	9,083	14,583	24,583	26,583	26,583	26,583	26,583	26,583	26,583	26,583	26,583	26,583	287,500	89,050
Recruiting	10,000	0	15,000	0	0	18,000	15,000	0	0	0	0	0	0	58,000	
Travel	9,944	6,000	8,000	9,500	10,500	10,500	11,500	11,500	11,500	11,500	12,500	12,500	12,500	128,000	41,807
Training	0	1,000	3,000	0	0	0	0	0	4,000	0	0	0	0	8,000	
Depreciation	2,518	3,102	3,407	4,018	4,241	4,796	5,380	5,518	6,102	6,241	7,630	8,046	60,999	4,000	
Equipment Rent/Lease	484	500	500	500	500	500	500	500	500	500	500	500	500	6,000	3,932
Equipment/Software	970	2,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	46,000	32,766
Network access	219	12,100	100	100	100	100	100	100	100	100	100	100	100	13,200	2,534
Computer supplies	1,158	1,500	2,500	2,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,500	18,545
Other	700	700	700	700	700	700	700	700	700	700	700	700	700	8,400	0
Marketing\Sales On/	3,659													0	10,214
Commissions	3,722	2,902	2,782	5,619	5,719	8,193	9,276	15,810	11,189	15,611	16,711	22,861	120,394		
Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Seminars	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Relations	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000	
Direct Mail	0	0	0	0	0	0	0	25,000	0	0	25,000	0	50,000		
Trade Shows	0	0	7,500	0	0	0	0	0	7,500	0	0	0	0	15,000	
Collateral Development	0	0	10,000	0	0	0	0	0	0	0	0	0	0	0	10,000
Collateral	0	0	0	5,000	0	0	0	0	5,000	0	0	0	0	0	10,000
Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G&A Only															
Office Rent	3,480	3,500	3,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	67,000	36,240
Office Supplies	1,430	2,000	2,000	2,000	2,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	31,000	22,226
Office Maintenance	150	150	150	150	150	150	150	150	150	150	150	150	150	1,800	
Postage & Delivery	254	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000	5,000
Telephone	3,179	4,000	4,000	4,000	6,000	6,000	6,000	7,000	7,000	7,000	7,000	7,000	7,000	71,000	31,819
Equipment Repair	250	250	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Bank Charges	150	150	150	150	150	150	150	150	150	150	150	150	150	1,800	
Travel	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000	
Dues & Subscriptions	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200	
Legal & Accounting	1,262	7,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	7,000	34,000
Casualty Insurance	0	0	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
Equipment & Software	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	12,600	
	1,077	0	0	0	0	0	0	0	0	0	0	0	0	0	4,991
	85,465	118,639	117,327	200,448	200,479	206,434	235,747	242,148	267,686	247,149	246,010	273,499	260,066	2,615,632	715,115
														0	
Marketing & Sales	23,956	26,036	45,916	41,535	36,635	46,009	66,826	88,226	70,106	62,028	88,128	69,278	664,678		
Development	26,511	28,456	68,338	74,749	80,688	95,827	81,410	82,549	81,549	81,549	82,938	82,938	867,502		
Publishing	25,625	20,939	24,114	23,114	28,031	31,831	31,831	32,831	32,247	38,186	38,186	38,186	38,603	365,536	
G&A	42,547	41,897	62,081	61,081	61,081	62,081	62,081	64,081	63,247	64,247	64,247	69,247	717,916		
	118,639	117,327	200,448	200,479	206,434	235,747	242,148	267,686	247,149	246,010	273,499	260,066	2,615,632	0	
Accounts payable (see bold items above)	46,625	27,292	48,695	40,406	36,056	57,855	56,339	74,072	49,451	49,174	75,274	61,424			

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FY1995 Capital Equipment & Software Additions

	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95
Production Services												
Servers												
Engineer workstation		5,000										
Account Manager Workstation					3,000							
	0	5,000	0	0	3,000	15,000	0	0	15,000	5,000	0	15,000
Equipment & Software												
Engineer workstations		10,000	5,000	10,000	5,000							
Marketing worstations		3,000		6,000			6,000	5,000				
G&A Workstations		3,000	3,000				15,000					
Development Server				6,000								
Corporate Disk Capacity					5,000							
Color Printer	4,500											
Marketing demo equipment												
Placeholder										50,000	0	
	4,500	16,000	8,000	22,000	5,000	5,000	21,000	5,000	0	0	50,000	0
Furniture												
Furniture		5,000										
Booth							10,000					
		5,000	0	0	0	0	0	10,000	0	0	0	0
Total	4,500	26,000	8,000	22,000	8,000	20,000	21,000	15,000	15,000	5,000	50,000	15,000
Cummulative	4,500	30,500	38,500	60,500	68,500	88,500	109,500	124,500	139,500	144,500	194,500	209,500